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Let's Celebrate Founders Day!

Surrounding the Founders Clock as it appeared on the old medical school building are scenes (clockwise) from the schools of Medicine, Pharmacy, Nursing and Dentistry. School of Medicine: 1880s demonstration to students of the block and tackle, a device used to lift patients up to the viewing dome of the operating theater at the San Francisco City and County Hospital. The physicians in the center are Dean McLean and George Shields. School of Pharmacy: Students in tailcoats take a performance examination in 1872. School of Nursing: Students in mortarboard caps attend a lecture in Toland Hall in the 1930s. School of Dentistry: Dental dispensary in Donahoe Building around 1890.

The campus will hold its first annual Founders Day celebration on Saturday, February 20, 1982, marking UCSF's "Second Century." Plans are under way for a day in which the entire campus clan can come together to hear special faculty presentations, see UCSF on TV, bring family and friends to tour the facilities where you work, view a historical exhibition, gather for entertainment, a raffle, and luncheon and dedicate the UCSF's Founders Clock.

The deans have asked that this year Founders Day honor Dr. Francis A. Sooy for his tenth year as Chancellor and his many contributions to UCSF's achievement.

A major historical exhibition tracing the roots of UCSF, "Origins of Excellence," will be open in Millberry Union from Wednesday, February 17, through Sunday, February 21. UCSF's neighbors and parents of students are invited to a special showing Wednesday evening. There will also be a free lecture for the community on Wednesday, "The DNA Recombination."

An all-campus kickoff party will be held from 3 to 5 p.m. on Friday, February 19, in Millberry Union Gymnasium, during which there will be a cultural festival sponsored by the Latin American Campus Association, the Asian Health Caucus, the Black Caucus and the United Filipino Employees Association.

On Saturday, February 20, there will be lecture presentations on topics ranging from the new biotechnology to how drugs work in the body, after which the Seth Thomas clock that once crowned the old School of Medicine will be dedicated. Its new location will be the east facade of Millberry Union. At noon a picnic lunch with entertainment and a raffle drawing will be held in Saunders Court. Lunch tickets will be sold for $4.

If you buy a raffle ticket for one dollar, you might wind up with an all-expenses-paid Hawaiian vacation, or you'll have the satisfaction of knowing that your dollar is giving support to UCSF patients and to children in the UCSF Child Care/Study Center.

In the afternoon, Chancellor Sooy will give a lecture, "Art Is Long, Life Is Short: A Medical Insight into Goya's Life."

On Founders Day there will be a showing of the Emmy Award–winning medical documentary "Operation Lifeline." This program, in two segments, features cardiologist Paul Ebert, MD, and neurosurgeon Charles Wilson, MD, chairman of the Department of Neurological Surgery.

All-day parking will be available in the garage for only $2. Entry will be at Irving Street and Second Avenue. For more information on Founders Day, call Sally Soper at ext. 2401. For alumni information, call Barbara Norton at 666-GRAD (ext. 4723).

University archivist Nancy Zinn.

Preserving U

Among other things, one can find on this campus several seventeenth-century bleeding bowls, minutes of long-ago meetings of the Board of Regents and a fading letter from a San Jose man, offering to sell "fine frogs for experimental purposes" for $2.50 a dozen.

It is possible to observe the thinly disguised portraits of some celebrated UCSF figures of the past, plus some of the political thought of their times, in Bernard Zakheim's brilliant murals in Toland Hall and in the HSW building.

And there is an entire department in the School of Medicine—History of Health Sciences—that deals with what has gone before in the development of the healing arts.

Looking forward is the guiding principle at UCSF, since this is one of the great centers for the advancement of the health sciences. But there are many here who are concerned with the equally intriguing activity of looking back.

Gert H. Brieger, MD, professor and chairman of History of Health Sciences, feels strongly that this is profoundly important, if for one reason alone. History and bioethics are the only remaining representatives of the humanities in the medical curriculum.

It's not the learning of history that is so crucial, Brieger said. It's the broadening of awareness—of life, of people, of philosophies—for the physician-in-training.

"Some medical students are totally without other interests," he said.

"We've structured it so that that's all they expect—medicine. They are overwhelmed with information: anatomy, biochemistry, physiology . . . the 'behavioral' things are shoved to the side.

". . . But medicine is far more than pulse rates and blood sodium. It's philosophy, history, economics, sociology, anthropology, as well as biochemistry. The physician must deal with the patient on the human level."

Though science has advanced tremendously since the turn of the century, Brieger feels that something has been lost: "Physicians then were often fairly learned people. They studied Greek and Latin, knew history and literature. Today we have more sophisticated scientists, but not sophisticated social scientists or humanists."

His department offers elective courses that deal with such matters as the evolution of medical ideas and changing patterns of disease and practice.

Medical students and others have a wealth of material to draw on in the UCSF Library's special collections and archives, under the supervision of Nancy Zinn, the University archivist. Here is where one can find the seventeenth-century bleeding bowls, the microscope used by Lucy Wanzer, first female graduate of the School of Medicine, and countless original records, letters, books, documents and artifacts.

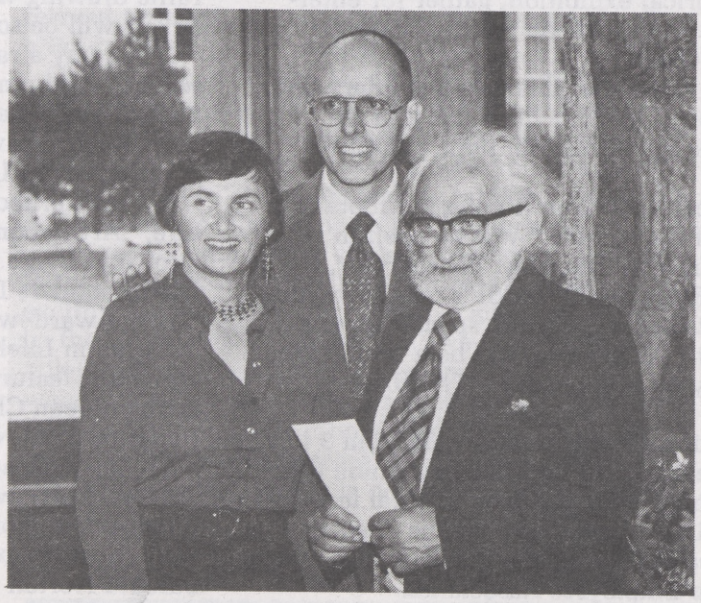
"We have Academic Senate records, the annual register of gifts, old telephone books, faculty papers, 42 cartons of early records of the Hooper Foundation," Zinn said.

"The archives go back to the beginning: the register and list of matriculants at Toland Medical College in 1873."

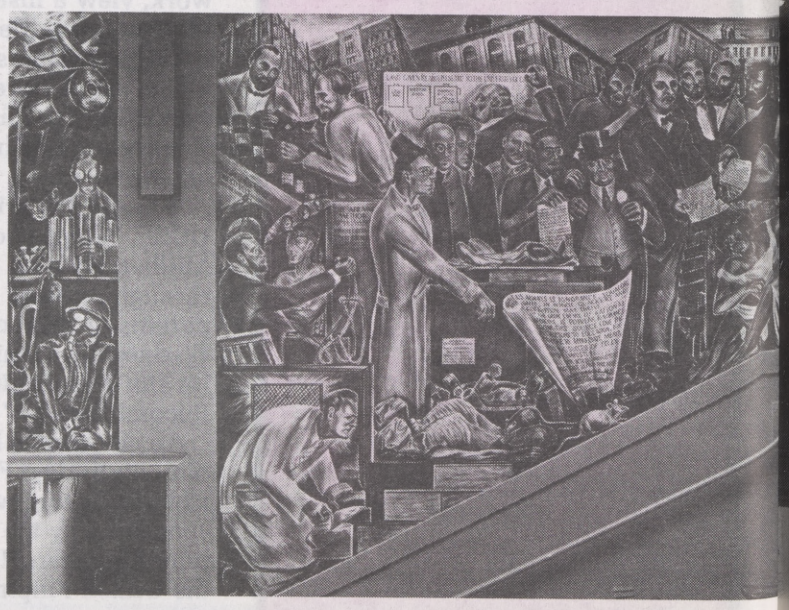
Similar kinds of materials relating to the schools of Pharmacy, Nursing and Dentistry are also available here. A prized part of the collections is the assortment of countless photographs of earlier times, now being organized and protected in mylar jackets by Christin Creighton, library assistant.

Much of the material in the Founders Day exhibits has come from here, but the items on display are just the tip, so to speak, of the archival iceberg.

One can find an early letter from a collection agen-



Masha Jewett with husband, Don L. Jewett, MD, and her father, artist Bernard Zakheim.



While this mural, located in Toland Hall, depicts several episodes in 19th-century San Francisco and UCSF history, the center panel's theme is bubonic plague. Six gentlemen, bacteriologists and pathologists, hold a signed statement verifying bubonic plague as the cause of 11 deaths.

ngUCSF's Past

cy, seeking payment of a $3.50 bill from a neighborhood grocer; the trowels used in the laying of cornerstones; a note from Bowling Green, Ky., in 1905, saying, "I have fallen victim to a disease called Pulmonary and Laryngeal Tuberculosis. . . ." Stack after stack of books and papers, carton after carton of documents, and glass case after glass case of items once functional and now priceless are available for use by qualified scholars, Zinn points out.

There is further enlightening retrospection in the great Zakheim murals, in Toland Hall and the third floor of HSW. These frescoes not only depict the history of medicine, ancient and modern, but have a history themselves, as explained by the artist's daughter, Masha Zakheim Jewett of San Francisco.

Jewett is planning a February 17 lecture on the murals in conjunction with the Founders Day celebration, and hopes to be joined then by her artist father, now a resident of Sebastopol, and brother Nathan, who restored the frescoes several years ago.

Zakheim not only achieved artistic excellence in the murals, but introduced some of his own personal political and social convictions into the work. In one panel, depicting ancient superstitions in medicine, one of the figures is the priest Savonarola, shown beating a man in a stockade. The face of this figure, clearly enough, is that of Mussolini.

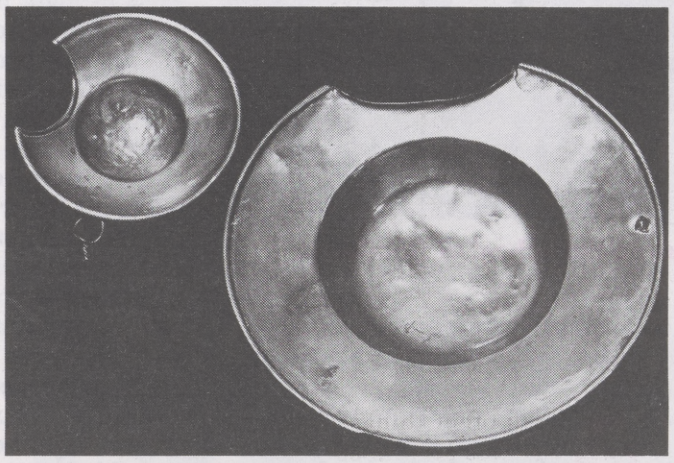
"He put the faces of people he didn't like into the panel on superstitions," his daughter said. "In the panel on modern medicine, the faces are people he admired: Dr. Karl F. Meyer, Dr. Isabella Perry, Dr. John Saunders, Dr. Chauncey Leake. . . ."

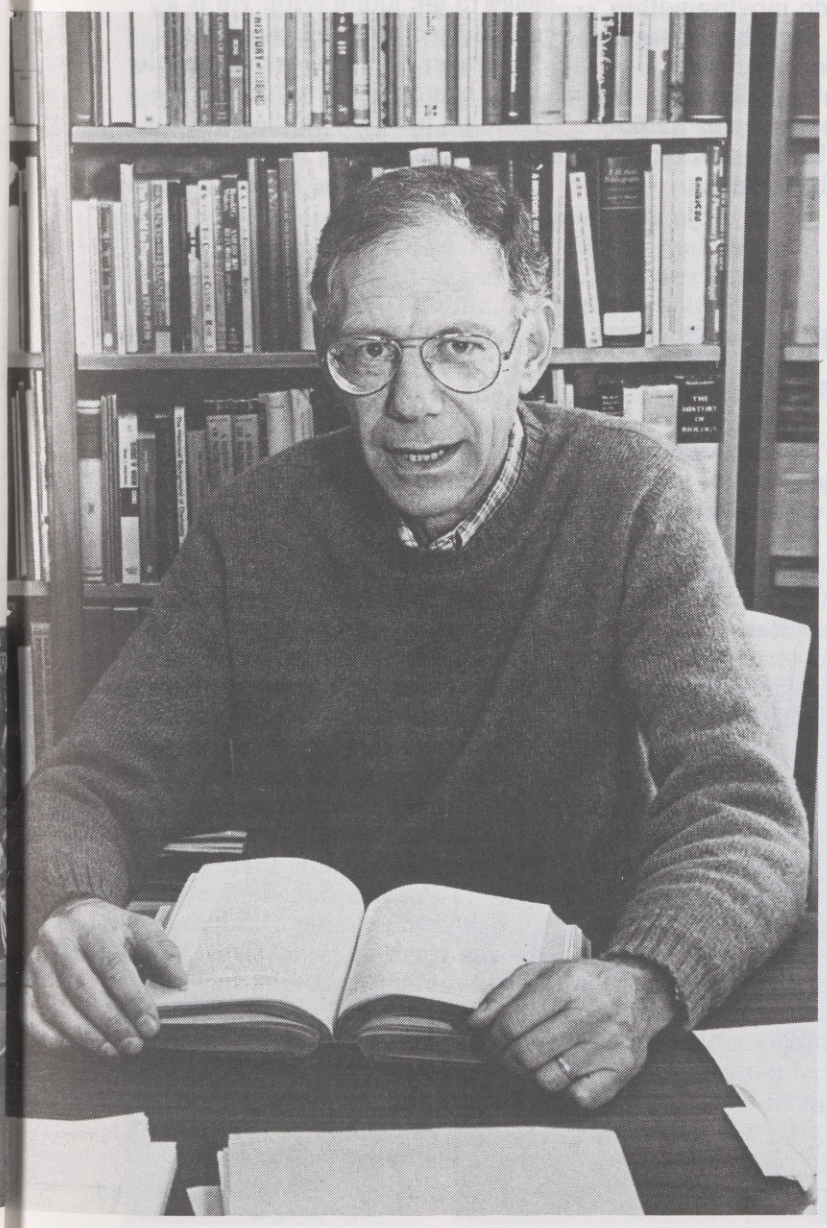
These two panels are in the third-floor corridor of HSW. They are known as the Cole Hall murals, Jewett said, because they were painted in the old Cole Hall in 1935 and had to be moved in 1966 when it was razed.

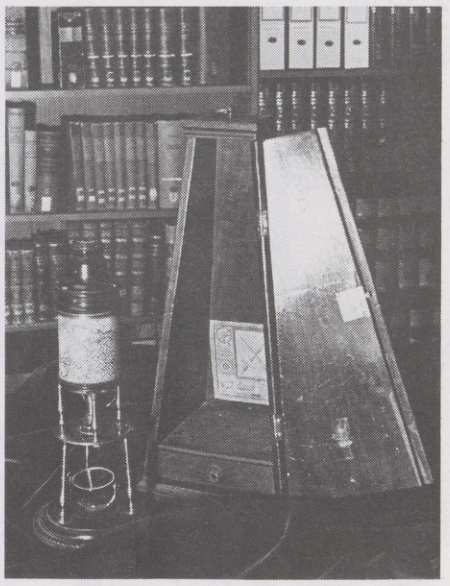
The Toland Hall murals, done in the late '30s, remain in their original positions, but only after their rescue from near disaster. In 1948 they were covered with wallpaper—because, it is said, they were sometimes more interesting to the students than was the lecturer.

After a good many years, they were resurrected and restored by the artist's sons. Now they may be seen in all their brilliance, testimony not only to Zakheim's artistry with the all-but-lost fresco technique but to the spirit of the turbulent times in which they were created.

Jane Eshleman Conant







Above:
The Culpepper microscope was in use in the 18th century.

Far left:
Dr. Gert Brieger, professor and chairman, History of Health Sciences.

Left, top to bottom:
A 17th-century bleeding bowl.

A late-19th-century French model of the Lister spray.

This microscope was used by Lucy Wanzer, who, in 1896, was the first woman to graduate from the UCSF School of Medicine.

Pillars of the Institution

"He treats the building as though it were his."

Joe Shields supervises custodial work in the School of Dentistry.

Nine years ago when Joe Shields came to work at UCSF as a senior custodian, he intended only to supplement his income from his barber shop, a business he had been in for 22 years.

"Natural hair styles were coming in and business was low," says Shields, offering an explanation for leaving an independent enterprise to work for wages. After a year at UCSF, during which time he saw opportunities for security and advancement, Shields sold his barbershop.

"It was David Johnson who initially told me about the position here and the employee development program." (Johnson is presently supervisor of Affirmative Action Outreach, Personnel Department, but nine years ago was manager of Employee Development.) "I took supervisory courses, and in 18 months became a dual rate foreman." Shields was classified as senior custodian and assistant custodial supervisor, filling in when the regular supervisor was absent. He is now full-time assistant custodial supervisor at the top of his salary range. The next step is promotion to custodial supervisor.

"Joe is impressive," says Wendell Adams, management services officer, Physical Plant, Building Services, who hired Shields. Adams says that in their initial interview, Shields gave evidence of his ability to assume demanding responsibilities by telling his new boss, "I'll take your job, if I can."

"Joe worked in the departmental practice area on the first floor. His work brought nothing but compliments. He is now assistant custodial supervisor in charge of the School of Dentistry, and he treats the building as though it were his. I like that kind of attitude in supervisors," said Adams.

Shields describes himself as a "working supervisor" of five men and two women. He assigns custodial duties and special projects, conducts performance evaluations, issues supplies to his workers and conducts inspections.

"I keep a constant vigil throughout the eight hours," said Shields. He added: "We do moving within our department. I work as a supervisor and a truck driver within moving." His duties will soon encompass the Laboratory of Radiobiology and the University-owned houses on Fourth Avenue.

Shields' concerns for UCSF are not limited to custodial care of the buildings. He served for four years as a Building Services delegate on the Staff Employee Council.

"I stepped down after four years to give some of the other men a chance to learn," he said. "I attended UC Systemwide meetings on other campuses and learned a lot about how things function here at UCSF."

Shields and his wife of 30 years, Dorothy, have six sons: Joseph, 24; Karl, 23; Mark, 21; Todd, 20; Paul, 17, and Robert, 12. "Two of my sons are in college," says Shields. "Paul is a senior in high school, and the youngest son attends private school."

One of the most fulfilling commitments in Shields' life is his work as chairman of the Board of Deacons at Christ Union Missionary Baptist Church in Mountain View. Here he presides over the affairs of the 100-member congregation as chief lay church officer. For the past year, while the members have conducted a search for a pastor, he has had to handle most of the church administration. He's proud of the fact that his son Karl is assistant deacon to him and that his entire family is actively involved in the life of the church.

Says Adams: "As a person, Joe is easy to get along with. He is a committed and dedicated man. Wherever he has worked, people have been pleased with how he handled himself, carried out his duties and treated people."

Jini Kilgore Robinson

Violet Jackson orders and stores supplies and equipment for 11 East.

"When Violet is off work, the staff feel handicapped."

"Lemon ice-box pie, please, grandma!"

Six grandchildren keep Violet Jackson on her toes, fit and happy to be able to bake for them, take them skating in Golden Gate Park or out for treats. But it's not only fun and games this gentle, friendly woman shares with these youngsters, dear to her heart.

The same skills and high standards of cleaning and organization that Jackson's co-workers on 11 East, Moffitt Hospital, have come to regard highly and rely on daily are skills she consciously is passing on to all her grandchildren. "The boys, too," she quickly notes.

For 27 years Violet Jackson has been an early riser for her work at UCSF. For 19 years she worked in housekeeping in the dormitories, and since 1973 she has been a unit assistant in Environmental Services, Moffitt Hospital.

"The change bothered me at first. I really missed the dorm and the relationship we had with the students, but now I feel the same closeness with the nurses, patients and my co-workers in the hospital," she says.

In addition to keeping halls shiny and patient rooms clean and neat, Jackson is responsible for ordering and storing supplies and equipment for the unit. She keeps informed on new items, anticipates the use of each supply and carefully considers the most convenient means for storage and access.

"When Violet is off work, the staff feel handicapped," says Jane Wylie, head nurse of 11 East. "She is unobtrusive and sensitive to patients and staff, and knows how to dovetail all her activities with the needs of everyone else."

And at the end of her work day Jackson has energy left to help her daughter raise her five children, ages 2 to 11 years. Maybe even to bake their favorite pie. Certainly to pass on her sense of self-sufficiency.

"I'm teaching the older ones how to cook and how to clean up the kitchen, and I took them to the laundromat to show them exactly how to run the machines and sort and fold the clothes. Now they can do the wash by themselves."

Retirement for Violet Jackson?

"I was certainly glad I had the choice not to retire," she avows. "It's a pleasure for me to get up in the morning and go to work, and as long as my health is A-okay, that's just what I want to do."

Beth MacLeod

All in the Family

At UCSF, it's a family affair. Husbands and wives, sisters and brothers, fathers and sons—many clans are represented within the personnel, at all levels.

And the *Journal* has discovered two of these family groups that may set some kind of record: Mary Ellen Ginther has at least 11 relatives with UCSF connections; Mary Balestreri has nine.

How does this come about? Sample responses: "It was nice to work in the same place as my daughter"; "My father-in-law liked working here"; "My nephew told me to come here to get some experience. I'm still here."

The two families cover a lot of territory:

Mary Ellen Ginther, principal administrative analyst in the office of the dean, School of Medicine, has been with UCSF for 28 years.

Her sister Priscilla Yates is management services officer in the Department of Anatomy, School of Medicine, and also has 28 years of service.

Mary Ellen's father-in-law, Blaine Ginther, was a steam operator in the Power Plant; his wife, Lottie, was an elevator operator in the clinics building.

Their son Clarence (Bud) Ginther, Mary Ellen's husband, managed the UCSF parking operation for 13 years and now is at UC-Berkeley.

Mary Ellen's son-in-law, Richard Willis, was a steam operating engineer until 1976.

Keeping all this straight? Now back to Priscilla Yates, Mary Ellen's sister. Her husband, Robert H. Yates, was in purchasing in the physical plant department until his retirement. And the three sons of still another sister, Ann DeVost Lynch—Vance, Mark and Dennis DeVost—all worked here part time after school and in the summers while they were students, and Ann herself worked at UCSF for eight years, retiring in December 1980.

Mary Balestreri's family is also well represented.

Mary is administrative assistant in the diagnostic center, Hospitals & Clinics, and has been here since 1968. Her daughter-in-law, Kathy Balestrèri, is administrative assistant to Bill Kerr, director of hospitals and clinics, and has been at UCSF for six years.

Kathy Balestreri's mother, Kay Page, principal clerk in dental records, School of Dentistry, started with the clerical pool three years ago. Kathy's brother-in-law, Robert Calhan, is a stationary engineer in the Power Plant.

One of Mary Balestreri's daughters, Barbara Lockwood, is a cashier in the Moffitt Gift Shop. And her son, Peter Balestreri, Kathy's husband, was purchaser in Ambulatory Care Center clinic supply until he left to become a San Francisco police patrolman.

There's more: Harry Ewing, husband of Mary Balestreri's daughter Josephine (who does *not* work here) was in the animal care facility for a short time. And her nieces are Kate Poole, administrative assistant in the ear, nose and throat clinic, and Chris Goodman, who was a part-time typist here while going to school.

Has a family with a greater record than these been overlooked? If so, please let the *Journal* know.

Jane Eshleman Conant

Sisters Priscilla Yates (l) and Mary Ellen Ginther.

(l-r) Relatives Kate Poole, Kathy Balestreri, Kay Page, Barbara Lockwood, Mary Balestreri and Bob Calhan.

The Office of Public Service Programs held a reception last fall for Community Health Education Program (CHEP) volunteers and community senior center coordinators. Shown here with CHEP Coordinator Dave Bracker (second from left) and Chancellor Sooy are center coordinators (l-r) Herb Spiro, First Baptist and Seventh Avenue Presbyterian churches; Eleanor Guilford, Catholic Committee on Aging and St. Mary Cathedral Senior Center; Betty Garvey, St. Philip's Senior Center and Diamond Senior Center; and David Cross, San Francisco Adult Education.

New Citizens Express American Dream

Pat Ruddick: "Becoming a citizen was a natural evolving process in my life."

Among Americans, new citizens tend to have a more positive concept of our country than we homegrowns with our sensitivities to national faults and shortcomings.

For this special Founders Day *Journal*, two UCSF employees who recently became U.S. citizens tell of their reasons for choosing to become Americans, what they feel toward their work and what their aspirations are for themselves and their families.

Pat Ruddick, secretary III to Melvin Grumbach, MD, chairman of the Department of Pediatrics, came to the United States as a young married woman in 1963. She came from Newcastle upon Tyne in England, complete with a Geordie dialect, a small baby and one on the way.

Eighteen years later, the children are ages 17 and 19, Ruddick is divorced, no longer says "Am gannin yhem" for "I'm going home" and is about to change her surname back to Hunter.

"I've felt very American for the last 15 years," she said. Last year she became a citizen — "a natural evolving process in my life. I know I don't want to go back to England, and I want to vote, to be able to voice my opinion.

"America offers us freedom of choice," says this energetic woman, who appreciates the personal freedom that characterizes the American way of life.

"I came from an impoverished English home. There were 10 children and two hard-working parents. In my family one remains in one's lot, whatever it happens to be, and women my age don't do the kinds of things I do," said Ruddick. "The thinking is, 'You make your bed; now lie on it.' "

In her spare time, Ruddick goes backpacking, plays on a women's baseball team and rides her bicycle. She also enjoys giving and attending parties.

"Happiness for me is riding my bike, seeing the sunset and seeing more of the United States—a marvelous, spectacular country."

Ruddick said she enjoys being a secretary. She has worked in the Department of Pediatrics since she began working at UCSF in 1974. She has been Dr. Grumbach's secretary since 1975.

"I'm not a feminist," said Ruddick. "I'm comfortable with my role. I like a service position, because helping people gives me satisfaction. There is a place in the world for a secretary."

She advises: "If you want something more than this, don't be in a secretarial role. If you think you're smarter than the boss, then move on."

Ruddick joked that her daughter flunked typing, but is studying environmental science, which Ruddick feels is "something of value."

She remembers the words of the judge ("He reminded me of Leslie Bennett, vice chancellor emeritus of Academic Affairs") on the day that she received her citizenship:

"We are grateful to you for your collective talents brought to this country and I know that we will benefit from what you bring."

"I was pleased," said Ruddick, "that he didn't imply I was getting something for nothing. I was born during the war, with its blackouts, blitzes and rationing and I don't take anything for granted."

Erica Gorman enjoys the freedom of expression that exists in America.

Erica Gorman's parents left their home in Johannesburg, South Africa, in 1962, when Gorman was a teen-aged girl. Leaving friends to relocate far from home is a difficult experience for most teens, and Gorman was no exception. She didn't fully understand the implications of the apartheid South African government, which her parents felt they could no longer tolerate.

But in 1974, after such eye-opening experiences as being an American college student at George Washington and Georgetown universities during the '60s, marrying, becoming a mother and going to work, Gorman traveled back to Johannesburg to visit old friends and she knew, definitively, that she could never live there again. She understood why her parents had chosen to leave.

"I like my work here," says the secretary to Department of Medicine Chairman Lloyd (Holly) Smith, MD, with whom she has been working since 1977, adding that she especially enjoys working with Dr. Smith. "I also like some of the benefits of the job, like Millberry Union, where I've taken classes in aerobic dance, guitar and drawing."

Gorman became a citizen in 1979. She enjoys the freedom of expression that exists in America, and jokingly confesses to a personal interest in obtaining the right to vote in time for Mayor Feinstein's reelection campaign: "My husband is one of the mayor's staff aides, and I didn't want him to be out of a job."

But on the serious side, upon receiving a letter from Congressman John Burton congratulating her on attaining citizenship, Gorman wrote to him expressing her concerns for aviation and automobile safety. It was an assurance of citizenship to her that she had the right to tell her congressman how she felt about something.

"The society in South Africa is very repressive and citizens don't really have a voice," said Gorman.

But there is one thing about the old home that she misses: soccer. "In South Africa, soccer draws the crowds that football draws here." Perhaps it's not the same as a crowded stadium cheering the favored team, but Gorman's husband and 12-year-old son play the game with local teams, which greatly pleases her.

Jini Kilgore Robinson

QUESTION MAN

What Has Made You Stay at UCSF?

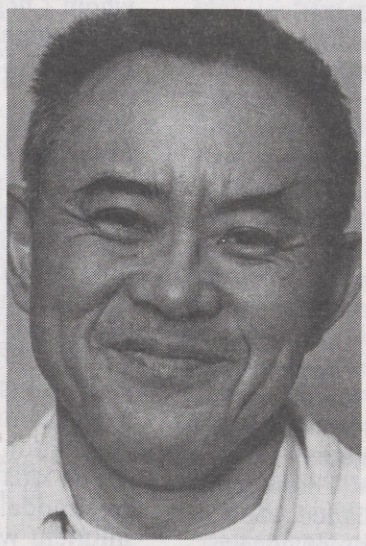
Interviews by Allen Balderson with employees who have been at UCSF for 30 years or more

Ada Rocchi, principal animal care technician, Animal Care Facility: I like the benefits you get here—retirement, vacation, sick leave—and the hours are nice. When I first started here over 36 years ago, we had what was called an "Animal House" with only four floors. It was controlled by the Hooper Foundation under K.F. Meyer and Bernice Eddie. I made $155 a month, which was not very much, especially since my husband was in the service. The people are friendly here, and there are always interesting investigators—some from around the world. Once, some investigators wanted me to build a mouse colony in South America for them. I was very tempted to do it, but didn't because of my family.

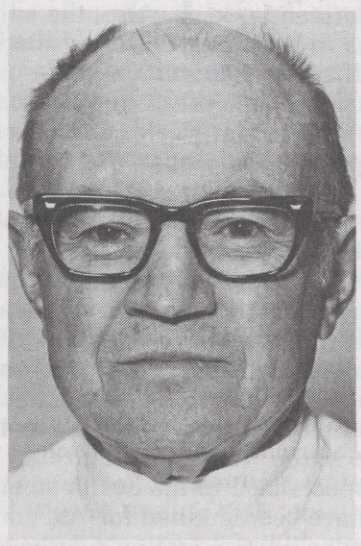
Rocchi

McClure

Edmund Wong, principal development engineer, Clinical Laboratories, SFGH: The University provides an opportunity for an employee who wishes to engage in activities that are beneficial and useful to society. One can always find work at a regular 8-to-5 job, but the University provides a channel for employees who are involved in something else, something different and challenging. There is great room for advancement and opportunities for all kinds of employees here.



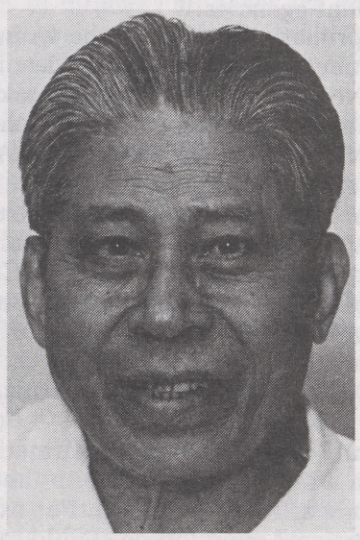
Wong



Seubert

Stanley Bateman, director, Office of Extramural Support: That is very easy. I have had the opportunity to serve this faculty. To be a part of something that contributes to mankind, as this place does, is awfully rewarding. To be able to be involved with so many things, including our Indonesia project and our Malaysian project, and to be able to see so many programs through from beginning to end are so gratifying. I have always felt that if I didn't find the opportunities here, I wouldn't find them anywhere else.

Bateman



Gatchalian

Mary Borbeck, radiology assistant, Radiology Department: Well, I really do like to work and enjoy my job. I am retiring, however, in September of next year. My husband is also retiring and we'll be moving to Grizzly Park. I started out working as a nurse's aide on the women's cancer floor where I worked for three years, but the majority of the time I've been in Radiology. I made $117.50 a month, working six days a week, when I first started. Money went further then.

Borbeck

Houston

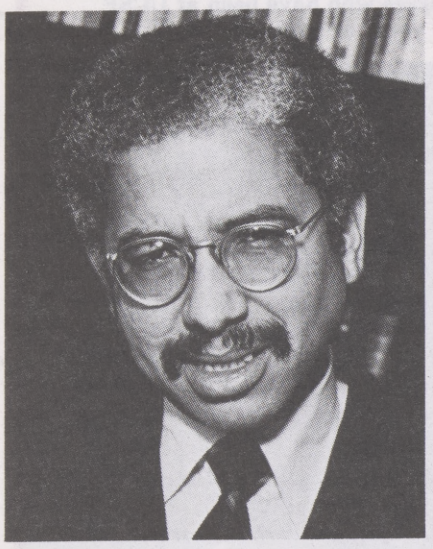
Vivian McClure, hospital technician, Histotechnology Laboratory, SFGH: I stay because I like my work, especially the teaching end of it. I work with wonderful people, and have learned a great deal. In fact, I am now president of the National Society of Histotechnology. It also makes it interesting when new residents come in every six months. I've worked at SFGH for the entire time, first with Dr. Jesse Carr and now Dr. Donald McKay. When I first started working for the University I made $85 a month, which was not enough to pay for my room and board or transportation, but I managed with some help from home. You know, I'm still not rich.

Alphonse Seubert, pharmacist, Pharmaceutical Service: I've been here for 32 years and for the most part I've really enjoyed working here, and that's why I've stayed. However, the prospect of retiring now is looking awfully good. I graduated from the School of Pharmacy in 1949 and went right to work in Pharmaceutical Service. I've had a lot of good times here, including swimming in Millberry Union pool during my lunch hours. Over the past years, however, I've been thinking about going into nutrition because I feel that there are many ways to heal the sick.

Vincent Gatchalian, food service worker, Nutrition & Dietetics: I like the work, that is really most of it. No matter what job I've done in this department, I've liked it. My primary job right now involves serving patients. Of course, the benefits are good, and the people I work with are really nice. I started at UC Hospital in 1948. Times were rough and the pay was very low—I was making 98 cents an hour.

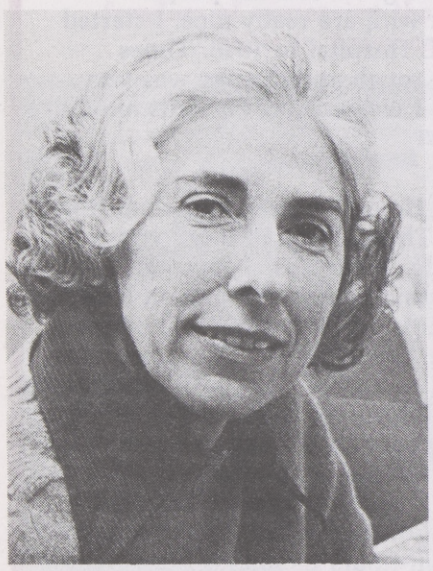
Dale Houston, chief of Rehabilitation Therapies, LPPI: It's very simple. There has always been something exciting going on here. UCSF is a very stimulating place to work. There have been some problems, of course, but for the most part I have always found it exciting and have always worked with interesting people. I came to LPPI in 1946 as a staff occupational therapist. We only had two patient floors then, and we worked a 44-hour week. Right before I arrived therapists were working a 48-hour week for less than $200 a month.

Affirmative Action: H



Lewis Nelson, Affirmative Action Office: "We not only have to hire people, we have to see to it that they stick around. We need an effective upward mobility program."

Charles Story, Student Services: "We have to reach students before they get to high school, so they will take the appropriate courses that will make them eligible for admission to the University."



Mary Patt Cress, School of Medicine: "We are making efforts to increase the number of minorities interested in medicine and to develop programs that give them solid academic preparation."

Affirmative action in faculty and staff hiring and student admissions became a goal of the University of California in the late '60s and was institutionalized by the development of affirmative action offices and student recruitment and retention programs.

The task at hand was to increase the numbers of minorities and women on UC campuses and to monitor the progress of this effort. What follows is a report on the state of the art in affirmative action at UCSF, as told to the *Journal* by six people who are closely connected with this ongoing effort. They are: Affirmative Action Coordinator Lewis Nelson; Associate Dean of Student Services Charles W. Story; Mary Pat Cress, admissions officer, School of Medicine; William E. Hoskins, assistant dean of students, School of Dentistry; Robert D. Gibson, associate dean of students, School of Pharmacy; and Wayne Morris, recruitment and retention officer for the School of Nursing.

JOURNAL: What is the state of the art in affirmative action at UCSF?
Nelson: From the federal standpoint, enforcement activities have diminished and it appears that they will continue to do so. Also, the administrative changes in Washington have shifted the focus away from affirmative action. Over the past three years there has been a shift in the enforcement of the executive order from Health and Human Services to the Department of Labor. We complied with the recommendations under what was the old HEW audit, and anticipated that the Department of Labor would come here, but they haven't.
JOURNAL: Why haven't enforcement officers come and what does this mean in terms of compliance with affirmative action goals at UCSF?
Nelson: There may be several reasons why they have not come. For one thing, we're smaller than campuses like UCLA and UC-Berkeley in numbers of employees in the work force, and they're general and we're specialized in the health sciences. These campuses have been audited for AA compliance. With the Reagan administration's deregulation of government controls, there have been staff layoffs in enforcement agencies.

Our primary thrust has to be an internal one of self-assessment, establishing priorities, identifying the affirmative action posture we will take and putting the commitment of resources behind this posture.
JOURNAL: What are some of the Affirmative Action Office's accomplishments?
Nelson: We have monitored construction projects. We have a good record for selection of minority and women design professionals on UCSF projects. Also three of our professional schools have had sustained success in their attempts to diversify student enrollments.
JOURNAL: What are some of your goals for the '80s?
Nelson: I'd like to see the Affirmative Action office take on a more effective role in the monitoring of academic affirmative action. For example, the Affirmative Action Office should monitor the academic search process before final decisions are made in order to accomplish the goal of increasing minority and ladder rank [tenured] faculty. Second, we not only have to hire people, we have to see to it that they stick around. One of our existing problems is low staff morale, due to the fact that people reach the maximum level in their positions and remain immobile for a long time. We need an effective upward mobility program.

Third, we have to increase the participation of Hispanic employees at all levels in the work force; and fourth, we need to do something about the consistent decrease over the last eight years of black employees at all levels of the work force.

We have high unemployment in the Bay Area, which means a large number of applicants will continue to look toward UCSF for work. If we shape our programs to be consistent with existing laws, then there should not be any problems in satisfying affirmative action commitments in hiring.

JOURNAL: Chuck Story, in interview after interview for this story, I was told that recruitment begins with you and your staff in the Health Sciences Special Services Program.
Story: Yes, we do a lot of traveling. We visit about 100 community and state colleges and universities a year, plus some private schools.
JOURNAL: How successful is this effort in bringing minority and women students to UCSF?
Story: We recruit all students, but place a special emphasis on recruiting minority and women students. Let me give you some figures. Sixty-five percent of all minority students who go to community college go no further with their formal education. Up to 1980, 50 percent of all Chicano high school students were lost to higher education because they dropped out of school. By 1985, 75 percent of all high school students in California will be minority students, a trend that will continue into the 1990s.

We have to reach students before they get to high school, so they will take the appropriate courses that will make them eligible for admission to the University and later to UCSF, where they will pursue health careers. Now we're reaping students coming to UCSF whom I began working with in 1969, when they were junior high students.
JOURNAL: Are you referring to the Partnership Program?
Story: No. I began doing this before the Partnership Program was started. For the past five years, since we have had the Partnership Program, we have had a good success rate. Twenty-four percent of junior high students in the program during that period of time are now entering the University of California. We also have the University Partners Program for high school students.

Under both programs we provide information on admissions requirements, and we follow the students from the time they enter our program until their graduation.

The kids become peer counselors and advisers and role models for each other. This is the kind of commitment we're talking about when we say we're recruiting. You can't just go out there and try to dig up minorities to come to your school. That's a bad concept. It's also bad PR to accept one student for every five you recruit, so we try to help all of them prepare for alternative careers, and we give them information on other places that will accept large numbers of minority students. That way we're not seen as just trying to reach our goals without caring what becomes of the students.

We find that little things mean a lot and that it really makes a difference how we treat people. The kids are stimulated by these programs and approaches.

JOURNAL: Mary Patt Cress, how is the School of Medicine faring with respect to recruitment of minorities and women?
Cress: The way affirmative action is undertaken makes a difference in whether one reaches goals or even comes close. We're fortunate that the school's undertaking is a faculty commitment. They set goals to have one-third of the entering class made up of underrepresented minorities and socioeconomically disadvantaged people. We have an admissions committee of 75 to 80 people who are supportive of these goals, which are met when we look at overall figures, but there are some problems with certain minority groups where we have a very limited pool.
JOURNAL: I have heard that there is a real decrease in the number of minority students who choose to attend medical schools. What is the reason for this?
Cress: If a prospective student is motivated simply to have a profession, there are other fields he or she can get into quicker, with less effort and less cost. We are making efforts, however, to increase the number of minorities interested in medicine and to develop programs that give them solid academic preparation. There are federal cutbacks to schools and to students, at a time when we also have inflation, so the economic state is an important factor.
JOURNAL: What are your goals for the '80s?

:How Are We Doing?

Interviews by Jini Robinson

Cress: We want to enhance our recruitment, involving medical students and our graduates in personal contact. We hope this will bring more students here.

JOURNAL: Dr. Gibson, what is the situation like in the School of Pharmacy? Is there a shortage of minority and women applicants?
Gibson: The number of minorities applying to health profession schools overall is decreasing. Students appear to be going into business administration, engineering, computer sciences and other nonhealth-care professions.
JOURNAL: In view of the apparent decrease of popularity of the health professions, how are you structuring your recruitment efforts?
Gibson: We're using students as recruiters, and we're telling prospective applicants that the practice of pharmacy is changing. Clinical pharmacy — a patient-oriented practice rather than drug distribution — is the practice of the future.
JOURNAL: Are students attracted to this new role?
Gibson: Yes. This is exciting for students, because they participate in monitoring drug therapy for patients. The government recognized that there was an absence of expertise in drug therapy and that improper drug use was and still is a big problem. Evidence of this fact is that significant numbers of people show up in emergency rooms because of drug misuse and abuse. So Congress stipulated, through capitation funding, that clinical pharmacy training be instituted.
JOURNAL: What does the clinical pharmacist do?
Gibson: The clinical pharmacist interviews the patient, reviews his chart, helps the physician design the drug therapy and advises the patient on how to administer self-medication. The clinical pharmacist is seen among the medical care team members as the expert on drugs. This differs greatly from the corner store pharmacist of the past who was more of a drug distributor.
JOURNAL: What about the academic side of the profession? Do you find that minority students are interested in teaching?
Gibson: Thirteen black and Hispanic students who graduated from the School of Pharmacy within the past 10 years are teaching in pharmacy schools across the United States.

JOURNAL: Dr. Hoskins, what challenges are facing the School of Dentistry, which has had a good record of recruiting, retaining and sending minority students back to traditionally underserved areas?
Hoskins: As a school of dentistry, we have the best record for numbers of minority dental graduates outside of the predominantly black schools, Meharry and Howard. The credit goes to a committed group of faculty, students, staff and a small group of dedicated minority faculty who have been very much involved in the recruitment, admissions and retention activities within the school. Our challenge now is to establish some sort of parity between health professionals and the population by increasing the number of minorities in our school. This will mean that the school will have to reassess its obligation to the public relative to present needs.
JOURNAL: What do you think that obligation is?
Hoskins: There are five schools of dentistry in the state. Three of the schools are private. There are few minorities now in these schools, and there will be fewer in the future, primarily because of prohibitive cost factors. Relative to nationwide statistics, we're doing very well, but when we look at absolutes, we could be doing better. The real statistical picture for the School of Dentistry shows that of 35 or 36 students classified as socioeconomically disadvantaged, approximately 25 are minority students.

By 1990 there will be a minority majority in California. Our obligation then should be to increase the number of minorities being graduated "to better meet the needs of our people." This is supported by the fact that the ratio of dentists to the general population is 1:1,200; yet for underrepresented communities — and we're talking about minorities — it's 1:12,000.

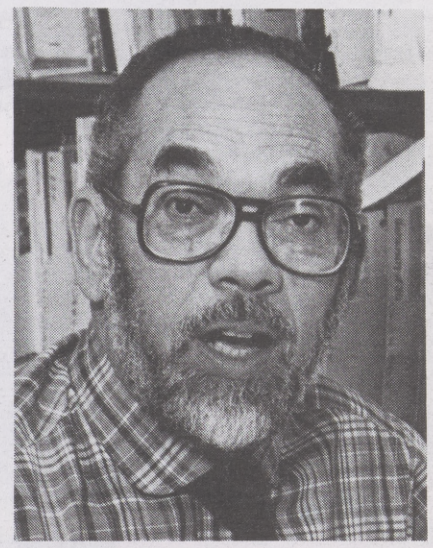
JOURNAL: What should be done?
Hoskins: We have to allocate resources for an aggressive recruitment effort, with the cognizance that General Motors and other corporations have recognized the need to go into the community, identify potentially talented students at an early stage and follow them up through high school, ultimately steering them into industry. You see, the profile for a dental student is very similar to that for a mechanical engineer. As a result, dental schools are not only competing with other dental schools but with other professional schools and with industry for the same pool of students.

JOURNAL: The School of Nursing has experienced a great deal of difficulty in recruiting and retaining minority students. Wayne Morris, you are a former graduate of the master's program in administration at the UCSF School of Nursing and a registered nurse anesthetist. Now, seven years later, you are back as the recruitment and retention officer. Because you are a former student, you have a unique perspective on the job that needs to be done. What are your plans?
Morris: My goal is to increase the overall application, enrollment, retention and successful completion of the various degrees in nursing of all socioeconomically disadvantaged students. One of the first things I did when I arrived last fall was initiate a follow-up on students from these groups whose admissions to the school were denied. These students were very responsive and happy to be contacted. I feel that a part of my role is to identify the reason for the denial and lend assistance in helping those who wish to reapply to do so.
JOURNAL: The articulated bachelor-master of science degree program in nursing was supposed to attract more minority students—the rationale being that most minority registered nurses are in associate degree programs. How is this program working?
Morris: In attracting minority students it is not working very well. We are finding that some of the components of the program make it out of reach for the truly disadvantaged. But the biggest problem is that large numbers of minority students are not in associate degree programs. I've conducted a statewide survey and found that they just aren't there.
JOURNAL: Where are they?
Morris: On the whole, minority and disadvantaged students have not been counseled for professions, which accounts for their small numbers in nursing. If they're anywhere, they're in hospitals, and without the academic qualifications for entry into our program.
JOURNAL: It is no secret that the School of Nursing has suffered from a negative image in minority communities, where it is perceived as an elitist and unwelcoming place. What can be done to rectify this image problem and to attract more minority students?
Morris: I am in the process of formulating a faculty and student advisory committee. I think faculty commitment and a sense of team effort are two main ingredients in creating a better image and a better atmosphere for minority students.

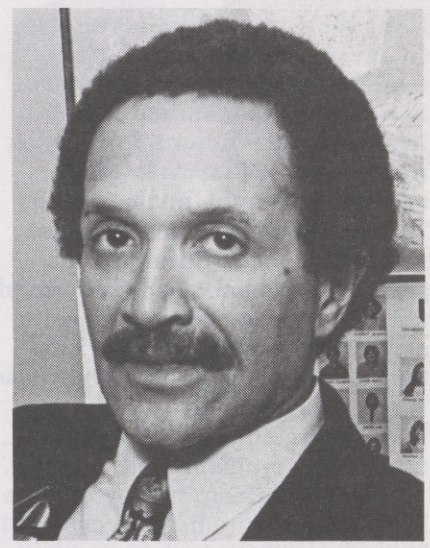
Students also need role models if they are to be successful . . . role models who are in top decision-making positions. Minority faculty as well as minority students are underrepresented at UCSF. Statistics indicate that ethnic mix in both faculty and student body brings about much better success rates in the area of recruitment and retention.

I also hope to assist faculty members in identifying students who are at risk early in their studies to offer tutoring in writing skills and exam taking. In addition, we need to recruit more men students to help rid ourselves of the old stereotype that nursing is a women's profession. After all, the first nurses were men.

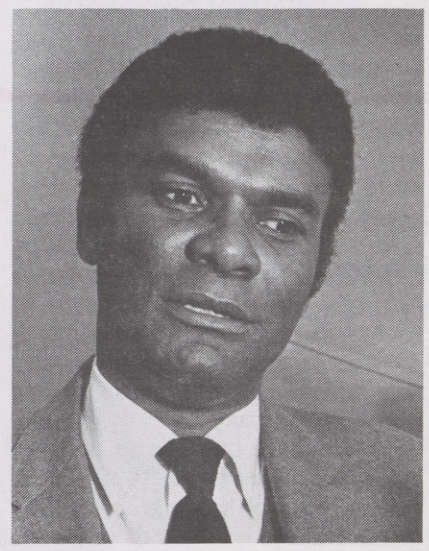
I really feel that if the School of Nursing is truly committed to affirmative action and supports a vigorous recruitment and retention effort, we can accomplish our stated goal.



Robert Gibson, School of Pharmacy: "Thirteen black and Hispanic students who graduated from the School of Pharmacy within the past 10 years are teaching in pharmacy schools across the United States."



William Hoskins, School of Dentistry: "Our challenge now is to establish some sort of parity between health professionals and the population by increasing the number of minorities in our school."



Wayne Morris, School of Nursing: "Faculty commitment and a sense of team effort are two main ingredients in creating a better atmosphere for minority students."

Child Care Center Reaches Goals–Needs More Money

In its third year of operation the UCSF Child Care/Study Center is realizing some of its initial objectives. Forty-six children attend it, five of them community residents; a core staff of four well-trained teachers forms the nucleus of the 15-member staff, which includes work-study students and foster grandparents; and academic use of the center by students and health care professionals has gone over the 100 mark. Director Meryl Glass is obviously pleased with the way things are going, with the exception of one problem area: funding.

"The scholarship money that we had to assist parents who needed it has run out," Glass says. Tuition for the center, now set at $250 per child a month, increases each year. The center cares for the children of faculty, staff and students, and receives a certain amount of money from student registration fees. Glass says, however, "The possibility of losing registration fees is very real. Without these monies, we will have a situation in which only highly paid staff and faculty members will be able to afford to send their children to the center. We don't qualify for state or federal aid because we are not serving a primarily poor community. Without some assistance, however, the average secretary or student will find it impossible to continue paying the fee."

Last fall a group of people formed the Friends of the UCSF Child Care/Study Center to raise funds and also to provide a "think tank" to help solve other problems. This group is considering both a fair-share plan and solicitation of donations to help students and staff keep their children in the center. Anyone who is interested in joining the Friends or making a contribution should call Meryl Glass at ext. 1616.

"Providing a place for staff and students to bring their children means so much," said Glass. "One father told me that he could look out of his office window and see his child playing. Previously, his working schedule had been such that he rarely saw his child, who was often asleep when he went to work in the morning and when he came home at night. Now he can bring the child to work with him, drop in to see him during the day and have lunch with him."

Academic use of the center can turn everyday observations of such situations that improve family relationships into solid research. Projects have been conducted at the center by pediatric residents and interns, psychiatric social workers from Langley Porter Psychiatric Institute, students in the schools of Nursing and Dentistry, faculty and staff members, and students from Mills College, UC-Berkeley, Stanford and the University of San Francisco.

Among the projects are the development by a staff and faculty team from LPPI and the social work department at UC-Berkeley of an educational videotape focusing on the friendship patterns of preschool children; the administering of vision and hearing screenings to the children by graduate students in the School of Nursing; a cultural identity study by a psychiatric social worker at LPPI; and a review of dental health habits and diet practices with center staff, parents and children by two dental hygiene students.

"These projects are not only useful for the observer, but they provide a good life skill for the children," Glass said. "The children discover what their observers will do—whether they'll sit and write in a book or swing them on the tire in the playground. A psychology fellow was ignored until he got up out of a chair and began to sweep. Then the children noticed him because he was doing something. The activity helped him make an entree into the children's consciousness."

Glass said no more than two "observer-participants" are allowed to visit the program at a time. "Each person is given individual treatment. There are different approaches to obtaining information," she explained. Studious people might like to read books to the children, gregarious people might want to play in the block area with them, and artistic people might want to go to the easel."

The child care center has an observation room with a one-way window for viewing the children. Glass says that parents are encouraged to use the room, too, and when they do, they find the experience similar to viewing a film.

"Ordinarily, we are so busy interacting with our children that we don't *see* them as separate persons," she said. The room makes this detached view possible.

Parent education is one part of a mutual support that exists between staff and parents, Glass says. "We don't say we educate parents. We support parents and promote parenting skills by combining our professional skills with their life experiences."

Parents' experiences with their children provide valuable information for academic research, Glass believes. Parents are aware of the value of the day-care experience for their children, as well as for themselves, she said, adding that there is not enough documentation about parents' perceptions of the role of the child care center in the development of their children.

"Parents can tell that their child has acclimated to the center when he or she develops a special friend," Glass explained. "The children spend an enormous amount of time here each day for up to three years, and they develop lasting friendships. I know of a case in which two four-year-olds plotted to make their parents become friends in order to continue their relationship when they left the center. Each of them invited his own mother to attend a picnic, telling her that the friend's mother had extended the invitation. Both mothers came saying, 'This was a good idea you had. My son is always talking about your son,' at which point each of them said, 'It wasn't my idea. I thought you invited me!' Those two boys, now both 11 years old, are still friends," said Glass.

Retirees Program Offers Challenging Work

Helena Frank says she was nervous the night before she reported to her job as assistant to Ken Lem, director of Continuing Education in Pharmacy. Not that it is Frank's first job, or that she is a novice. No. Frank has worked most of her adult life and is beyond the accepted age range for retirement.

But she was accepting a new challenge both as assistant to Lem and as the first person to be hired by the School of Pharmacy through the Personnel Department's Retirees Employment Program.

Frank works at UCSF one day a week. Before coming here in the fall, her job experiences included placements in temporary office work through agencies and work with physically disabled and shut-in people through a program sponsored by the Council of Churches. In 1969 Frank received her BA degree in psychology from San Francisco State University.

She was glad to hear about the retirees program, after trying senior centers. "I'm very much against a ghetto," said the intellectually oriented woman who had to leave her medical studies at the University of Berlin during Hitler's regime. "I've tried the senior centers. I feel to be given a bingo game is degrading, and I can't afford to go on big trips. In my opinion, the senior center represents a collection of people who don't know what to do with themselves. We should have a choice," Frank said.

The retirees program offers such a choice, utilizing the skills of participants in clerical, administrative and research activities. Placements are temporary, part time and full time. The program, coordinated by Faricita Wyatt, is open to persons who have reached retirement age and are eligible to receive benefits from a retirement system or Social Security.

Frank, whose thoughts take a philosophical turn, said she enjoys having responsibility and being involved with people. "You feel 10 years younger when you have to work," she said.

Helen Frank: "You feel 10 years younger when you have to work."

SCHOOL OF NURSING

Joan Healy and some of the plaques given to her and the Office of Student Affairs by appreciative nursing students.

Healy and Staff: Service Stamped 'Care'

Many years ago, a student-written campus orientation manual for nursing students stated: "If you have a problem, don't take it to the Nursing Student Affairs Office."

But today that office, directed by Joan Healy, displays on its walls many plaques that have been presented to the 13-member School of Nursing Student Affairs Office for its dedication to students. An opening statement in the September 1981 *Student Affairs Newsletter* invites students to "stop by . . . and we will be happy to assist you. If we cannot answer your questions, we will direct you to the person or office that can. If you have a problem, please don't hesitate to stop by; we are here to serve you."

" 'I can't help you' are unknown words in this office," says Healy. "We handle everything from inquiry to graduation. We are presently studying proposals to strengthen our relationship with the school's alumni. Recent efforts in this direction brought about the establishment of the first Nursing Student Emergency Loan Fund, totally supported by our UCSF Nursing Alumni Association."

Healy has worked in the Student Affairs Office since 1961. She started as a clerk typist and was promoted to principal clerk, administrative assistant and, in 1978, director. Under her direction, the effective orientation program for students was begun and the newsletter was established. Healy and her staff are responsible for the coordination of annual commencement exercises. They supplied a study room on the sixth floor of the school for doctoral students and another, on the fourth floor, with typewriters for all of the students.

"Service from this office actually begins with an applicant's first inquiry into our nursing program," said Healy. "Since we serve as the admissions office for the school, our staff is fully aware of the difficulties and anxieties encountered by individuals seeking admission to one of the leading schools of nursing in the country. Therefore, we try to personalize each encounter in such a way as to allay any anxieties and, we hope, to overcome the many difficulties."

Of utmost importance to Healy and her staff is the office's open-door policy. Says Healy, "Our open-door policy lets students know that they are our main concern. They can drop in at any time and be seen by someone. No appointments are necessary."

In 1978 Dean Margretta M. Styles nominated Healy for the Chancellor's Award for Public Service. She wrote: "Ms. Healy . . . helps student groups, such as the undergraduate class officers and Graduate Student Association representatives, with planning and implementing schoolwide activities. . . . In essence, Ms. Healy is an informative, accessible friend to all nursing students, regardless of race or nationality; she helps improve the students' 'quality of life.' "

Healy says the work of the Student Affairs Office is organized in three units: Currently Enrolled, headed by Susan Csikesz; Fiscal, headed by Jim Coronado; and Admissions, headed by Fran Wyley.

Future goals include the establishment of a computerized data bank for storage of student information and expansion of financial grant and loan resources.

"Our overriding goal, which has developed over the years, is that of service to the students of the School of Nursing," said Healy. A plaque given to the Student Affairs staff by a recent graduating class attests to the accomplishment of this goal. It simply states: "Thank you for being our friend through it all!"

SCHOOL OF DENTISTRY

Secretary Has Seen Many Changes

When Olive Keller came to work at UCSF 22 years ago, she was making $1.74 an hour as a senior clerk typist. She worked part time for Dr. John Sapone for the first 11 years, and has worked in the dean's office of the School of Dentistry since 1971. Keller has come up the secretarial ladder from senior clerk typist to administrative assistant II.

With the change in title and salary have come substantive changes in Keller's job responsibilities. "At first I was just typing," says Keller. "But now I do the school news bulletin. I work with Dr. Sol Silverman, chairman of Oral Medicine and Hospital Dentistry, in recruiting, as a member of the academic search committee. I assist Ann Gilstrap, Dean Greene's administrative assistant, in making appointments, and I supervise copy making."

Keller married, reared two children and worked part time until the death of her husband. Then she attended Heald's Business College to brush up on her skills. "I haven't had to use my shorthand, however," says Keller. "The dictaphone replaced shorthand."

Over the years, Keller has seen many of the "old ways" replaced. Though carbon paper still rolls through the carriage of her typewriter, the old Thermavex and mimeograph copying machines she once used are now obsolete.

Working in the dean's office doesn't bring Keller into contact with too many students, except when she is called upon by the UCSF Tours and Speakers Bureau office to recruit dental students to give special tours.

Keller's typical day includes "lots of calls and mail" and the coordination of various activities and appointments. When she isn't working, she is enjoying her home life and her grandchildren, who are 11 and 5½.

Olive Keller: from Thermavex to Xerox.

AUXILIARY/VOLUNTEERS

Auxiliary Launches Staff Membership Drive

The UCSF Hospitals Auxiliary is appealing to all employees to join its ranks as active and contributing members. A campuswide membership drive will soon take place to increase by 100 percent the number of members in the Auxiliary.

"We have room for as many people as want to join," said Eric Owyang, chairman of the membership committee.

"One of our problems is that the Auxiliary has been viewed as an organization of faculty wives," said Owyang. While it is true that many faculty wives support the Auxiliary, the membership represents a broad cross section of the UCSF and San Francisco communities. President-elect is staff member Faricita Wyatt, coordinator of the UCSF Personnel Department's Retirees Employment Program.

"The real purpose of the Auxiliary," according to board member Abe Brown, "is to provide special services to patients that will add to their comfort and recovery."

Last year the Auxiliary completed a four-year pledge of $100,000 for a pediatric special care unit in the new Long Hospital. Another contribution is the Meditation Room for patients and their families, a serene place on the eighth floor of Moffitt Hospital that has stained-glass windows and an adjoining counseling room.

The Auxiliary has placed television sets in patient sitting areas and in the Renal Unit for patients undergoing dialysis. It has developed a brochure in Spanish and English to explain X-ray procedures for pediatric patients. The arts, crafts and photographs displayed in the showcases in the lobby of Moffitt Hospital enhance the hospital's atmosphere, and sale of them raises funds for patient amenities. Another ongoing fundraiser is Bear-ly New, the Auxiliary thrift shop at 1909 Fillmore Street.

Annual membership fees are broken into categories, active ($10-$24), sustaining ($25-$100) and student or volunteer ($2). Life membership is $500.

As an incentive to join, the Auxiliary is offering a free ticket to "The Search for Alexander" on March 4 to anyone who purchases a $25 sustaining membership. Two tickets will be given to those who purchase memberships for $50 or more.

To join, call Eileen Puppo in the Auxiliary Office, ext. 4906, or send a check payable to "UCSF Hospitals Auxiliary" to M181. You will receive a membership card and will be kept informed of Auxiliary activities.

"Let's make this truly our organization," says Owyang.

The entire campus is invited to attend a benefit evening showing of "The Search for Alexander" exhibit at the M.H. deYoung Museum, Golden Gate Park, Thursday, March 4, 6:30 to 8:30 p.m. The event is sponsored as a fund-raiser by the UCSF Hospitals Auxiliary. The evening will include wine, cheese and chamber music.

"The Search for Alexander" is an important traveling exhibition of Greek antiquities from the fourth century B.C. that includes several objects from the royal tomb at Vergina discovered in 1977 and thought to be that of Alexander's father, Philip of Macedon. The exhibition has been made possible by the generosity of the National Bank of Greece and Time, Incorporated, with the cooperation of the Greek Ministry of Culture and Sciences. For ticket information, call the Auxiliary office at ext. 4906 between 10 a.m. and 2 p.m.

Volunteers-of-the-month from June to December are (l-r) Ethel McCabe, Susie Baum, Florence Whelan, Alice Lloyds, Les Anderson, Josita Wilturner and Laura Gerstbacher.

Volunteers-of-the-Month Honored

Each month the UCSF Volunteer Service selects as a volunteer-of-the-month one of its members who has rendered invaluable service to UCSF Hospitals and Clinics. Volunteers-of-the-month from July to December were Alice Lloyds, Les Anderson, Suzy Baum, Josita Wilturner, Ethel McCabe and Laura Gerstbacher.

Alice Lloyds has given volunteer service to UCSF for the past 11 years. She assists patients and the public in the Gift Shop. When she first came to UCSF, she worked as an admitting hostess, helping patients and families to feel at ease when they first came into the hospital. Lloyds has supported the San Francisco Opera as a volunteer usher for the past 21 years.

Les Anderson, a volunteer for three years, was called the "best volunteer ever" by Martha Tompkins in the Outpatient Pediatric Playroom, where he works. Anderson, a former draftsman and teacher, works with children who are awaiting examination or with their siblings.

Suzy Baum offers emotional support to orthopaedic surgery patients and their families on the fifth floor of UC Hospital. A volunteer for about two years, she has a special empathy for these patients because she has undergone 10 major bone surgeries. "When I leave here I'm nine feet off the ground because there's such satisfaction in my heart for having helped others," says Baum. In addition to emotional support, Baum offers snacks to patients and their families.

Josita Wilturner, though a volunteer, was hired by the Physical Therapy Department to fill a temporary patient escort position. Said Margaret Pillinini, physical therapy volunteer coordinator, "The entire Physical Therapy Department joins me in commending Josita for special recognition." She has been a volunteer since 1979.

Ethel McCabe, a volunteer since 1970, has contributed more than 2,500 hours of service to UCSF. She assists with paper work and clerical tasks in Medical Clinic A. "Her help certainly is appreciated," says her supervisor Millie Miller. "She is definitely enhancing our ability to provide the finest service to patients."

Laura Gerstbacher has contributed service to UCSF for more than 15 years. She helps with patient transport and assists in the Radiology Department, and she was nominated for the volunteer-of-the-month award by radiology volunteer supervisor Theresa Hoffman. Formerly, she provided valuable support to patients and their families in Admitting.

TRANSPORTATION

Park and Ride Lots

Park and Ride lots are locations for poolers to park their cars or bicycles before sharing commutes to work. "Poolers" is an exclusive term that refers to people in carpools or vanpools or those who ride public transit. Park and Ride lots are usually free, for the use of every commuter, on a first-come, first-served basis.

Many of the lots were constructed by the California Department of Transportation (Caltrans) in cooperation with the individual counties. An example is Santa Clara County Transit, which has been very active in setting up numerous Park and Ride lots. All the Caltrans lots and many private lots have Park and Ride signs. Churches, shopping centers and fairgrounds have made available their private lots as Park and Ride lots.

Presently, Alameda, Contra Costa, San Mateo, Marin, Sonoma, Santa Clara, Santa Cruz and Solano counties have the special lots. The UCSF Transportation Services office has the complete listing. For information on the specific locations in your area, call ext. 1511.

If there isn't a Park and Ride lot in your area, take the initiative to ask local proprietors to designate space in their lots for this purpose. If such space becomes available, please let Transportation Services know so that the location can be added to the list.

Bartpool Parking

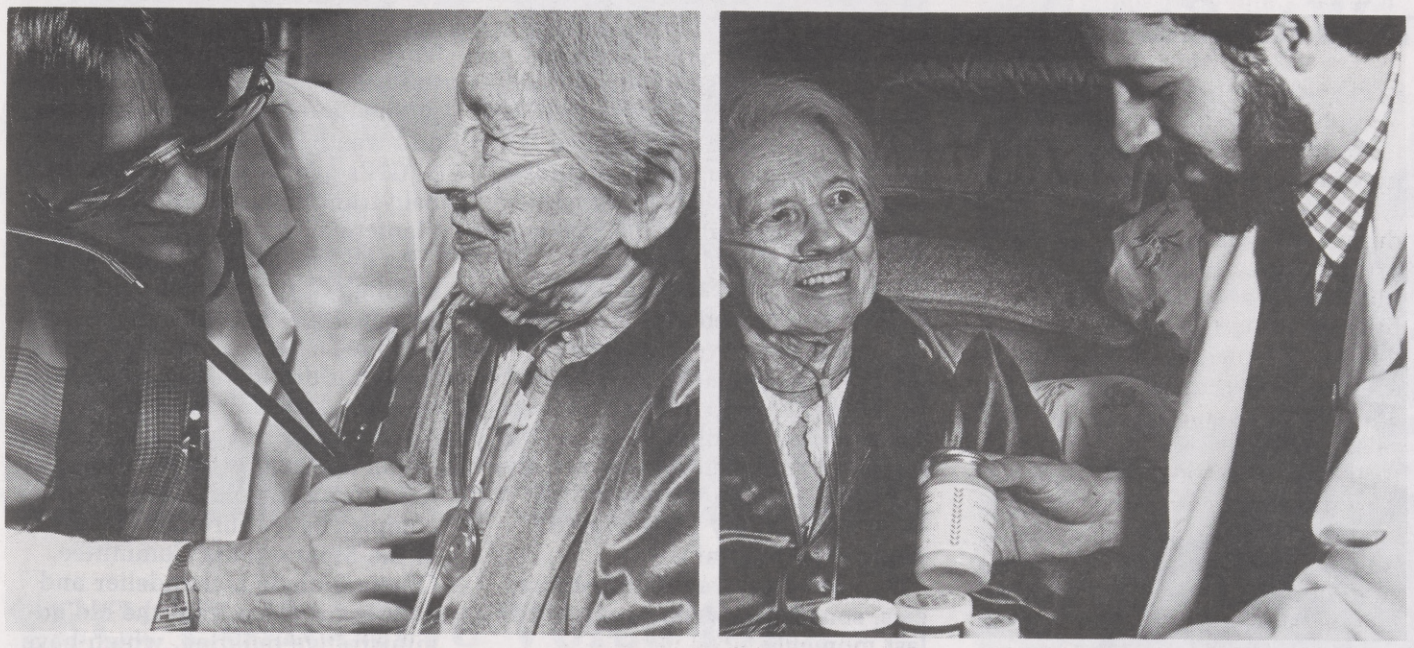
BART stations offer free parking to Bartpoolers. Three people in a car constitute a Bartpool, and the car is registered and assigned a reserved place. Bartpool parking is available in Orinda, Lafayette, Pleasant Hill, Concord, El Cerrito, Richmond, Daly City, Hayward, Union City and Fremont. Register for a Bartpool reserved parking space at Transportation Services, A-C14.

The MUNI Connection

Local systems continue to find ways to improve commute service. A recent addition is the Muni Connection, which offers a single pass for unlimited monthly use on AC Transit and MUNI. The cost ranges from $50 to $68 depending on point of departure.

Transportation Services thanks members of the UCSF campus community who participate in ride sharing.

Health Care Taken to Homes



Home health care patient Mrs. Miriam Marshall is examined by fourth-year medical student Bill Christiansen. Pharmacy intern Howard Marshall discusses medications with her.

"There's a lot more going on in a patient's life than the disease," says Sato Hashizume, RN, program coordinator of the UCSF Home Care Service.

This program, a licensed home health agency begun in 1966, is part of the School of Medicine's Division of General Internal Medicine and provides comprehensive health care services to patients who are home-bound. Home Care Service is not only a valuable community service, but also a teaching program for medical students, for whom it is "Family and Community Medicine 110."

Nursing, pharmacy and social work students as well as dietetic interns are also participants. Other home health services, such as physical, occupational and speech therapy and home health aide services, are provided by the San Francisco Visiting Nurse Association for a limited time, as the need is indicated. Currently, the School of Dentistry is providing a fellow to assess and treat dental problems.

In order to qualify for Home Care Service, patients must live in San Francisco and have an illness that prevents them from getting about easily and that can be suitably managed at home.

Hashizume gives this example: an 80-year-old woman lives alone in her own home in the Sunset District. She has lived in this house for many years and is well known by the neighbors, who look in on her. Before her retirement, she was a bookkeeper.

But two flights of steep stairs have to be negotiated to gain entry into the house, and the woman becomes short of breath and tires very quickly due to chronic obstructive pulmonary disease. She requires continuous oxygen. She also has severe degenerative joint disease, with neck and shoulder problems.

The Home Care Service provides a medical student, who, along with a pharmacy student, monitors her medical problems and medications. Nursing Service assesses her diet and encourages dietary supplementation. A physical therapist measured the patient and instructed her in the use of a soft cervical collar, teaching her how to coordinate her breathing with her walking to conserve her limited energy reserve. A home health aide assists with her personal care and meal preparation.

"Without these services she could not have been maintained in her home," said Hashizume.

Hashizume said the program is of major value to students. "The medical student becomes the primary care physician and learns a great deal more about the patient than could be learned on his turf, the hospital or clinic."

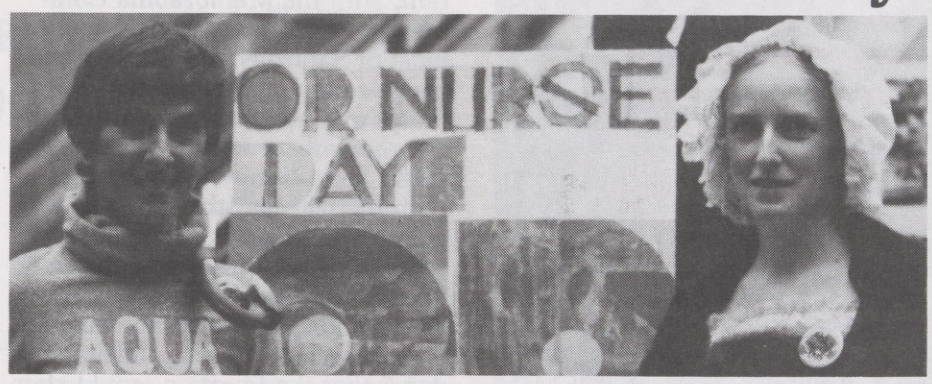
The interdisciplinary approach is another learning experience for students.

"We have anywhere from 30 to 50 patients depending on the number of medical students in our program," said Hashizume. The students are expected to care for two to four patients for a duration of eight weeks. Medical students can do this rotation in other community programs, like those at San Francisco General Hospital and Mount Zion Hospital and Medical Center.

The Home Care Service program is staffed by Medical Director Stephen Becker, MD; social worker Joan Dunkel, LCSW; Norma Criado, secretary; and Hashizume.

For more information, call Sato Hashizume, ext. 2793.

OR Nurses Hold Annual Day



Marianne Cahalan, Head Nurse, Moffitt OR, and Anne Levine, CN III, Pediatric Service, in costumes on OR Nurse Day.

At the turn of the century an efficient Operating Room nurse possessed a "level head, keen eyes, a mind not easily irritated or confused, combined with the faculty of keeping out of the way and still being of the greatest help," according to an anonymous description made in 1899.

She was responsible for every minute detail in the preparation for surgery, including washing walls, damp-dusting the equipment, polishing glass, tables and utensils, sterilizing or disinfecting instruments and washing, powdering, matching and sterilizing gloves.

No longer handmaidens, the 75 OR nurses at Moffitt and UC Hospitals have become involved at a higher level with patients and other OR team members. To make this fact well known, they recently celebrated their history and development. On National Operating Room Nurse Day they filled the lobby of the School of Nursing with information on patient education, preoperative and postoperative procedures and exhibits of "Innovative Roles in OR Nursing." Staff members were dressed in a variety of uniforms, dating from those of the early days to a futuristic space suit.

One of the exhibits was a slide and sound presentation developed by Anne Levine, RN, CN III in Pediatric Surgery, and Peggy Imai, CN IV, General Surgery, that familiarizes pediatric patients with the Operating Room.

The OR nurse specialty was first acknowledged in 1889. Later the Association of Operating Room Nurses defined the role and objective of OR nurses: "To provide a standard of excellence in the care of the patient before, during and after surgery." In keeping with that objective, today's OR nurses prepare patients for the surgical experience by allaying their fears prior to surgery and by conducting "before surgery" interviews to determine special needs.

Locating a particular hypoallergenic tape for a patient who has severe skin allergies and noting the need for other protective equipment and supplies are among the many special things OR nurses do.

The postoperative visit gives the nurse a chance to evaluate the effectiveness of nursing care and reinforces the significance of preoperative planning and care.

As the OR nursing role continues to expand, it will conceivably move in the direction of the nurse clinical specialist who makes the initial assessment of the patient in the surgeon's office or clinic, then functions as the surgeon's first assistant during the operation, and later conducts the postoperative evaluation back in the office setting.

When the operating rooms move into the new Long Hospital, UC and Moffitt ORs will combine, creating a football-field-size department with 19 suites. The merger will represent many organizational challenges for the entire staff as they try to ensure a smooth transition. But the OR staff has consistently displayed enthusiasm for challenges and talent for innovations.

Jude Segerson, CN II,
Moffitt OR

How a Fountain Was Saved

Nancy Wuerfel in front of the beloved fountain.

Rising somewhat incongruously amid the cars in the public parking lot at San Francisco General Hospital is an ornate concrete fountain. Its water basins are dry—filled in with soil and plants—but the decorative sculptured fish seem not to mind.

The fountain is a relic of times past, when the asphalt was red brick and the waterworks graced the courtyard of the old tuberculosis building, constructed in 1928 as an addition to the medical center complex. In 1976, almost 50 years later, a new hospital was completed, and the TB building was razed to make way for the parking lot. The fountain, too, would have crumbled under a bulldozer but for the efforts of a dedicated group of university and city employees who fought to save it from last-minute bureaucratic bungling.

Nancy Wuerfel, coordinator of the SFGH Professional Services Committee, was one of those university employees. Wuerfel had worked for five years in the tuberculosis building as administrative assistant for the Chest Service. From her office window she enjoyed a view of the fountain—a handsome sight, even though it was no longer operational.

Says Wuerfel, "I could imagine how nice it must have been for the TB patients, who were often hospitalized for years at a time, to sit on the verandas, admiring San Bruno Mountain in the distance and the fountain in the foreground."

Wuerfel was not the only employee with a soft spot for the old fixture. The SFGH Memorabilia Committee recommended that it be spared when the tuberculosis building was leveled, and negotiated its incorporation into the contractor's master plan.

In the fall of 1976 when employees were relocated and the wrecking company moved in with its men and equipment, Wuerfel kept a watchful eye on the proceedings. Throughout demolition of the five-story building, trucks, tractors, flying brick and the wreckers' ball were successfully maneuvered around the fountain.

But, as is the way of bureaucracies, something went wrong at the last moment.

"It seemed that the architects had not considered the fountain when they designed a drainage system for the parking lot," remembers Wuerfel, "and they suddenly claimed that if it stayed, it would cost thousands of dollars to redraw the plans."

Word was "leaked" by a reliable source that a subcontractor had received instructions to bulldoze the fountain on the following Monday.

"That would have been the end of it," says Wuerfel.

That weekend she went into action, with the Memorabilia Committee behind her. Wuerfel spent most of Saturday and Sunday on the telephone. "I called city officials and the architects at home," she remembers with a smile. "I asked them if they were familiar with the fact that the fountain was going to be knocked down."

No one was willing to admit knowing any such thing, and Wuerfel got commitments from all those in what she dubs "officialdom" that the fountain would stay.

The assurances were important, but they weren't enough. Wuerfel, Susan Nutter, editor for the Department of Medicine at SFGH, and Claire Wray, editor of the *SFGH News*, began another round of calls, this time to a cross section of hospital employees. They asked them to meet at the construction site at seven on Monday morning to make sure the bulldozer kept its distance.

Fifty placard-carrying employees showed up, braving the early morning fog to rally around the fountain. "The contractor ordered us out of the area, but first we propped signs reading 'Save Our Fountain' all around it. After that, the bulldozer didn't dare do anything," says Wuerfel.

Wuerfel and the others had proved their point. In a subsequent meeting with city officials it was decided that the fountain could be spared without adding to construction costs.

With funds donated by friends of the hospital, the Memorabilia Committee paid a craftsman to restore and weatherproof the fixture. SFGH's gardener was recruited to help transform it into a flower planter.

As an amusing footnote, the marking of the parking stalls never reflected the fact that the fountain remains. The lines are drawn as though it did not exist, resulting in an undersize stall into which only a motorcycle can squeeze.

The fountain is one of several relics from the old medical center complex saved through the efforts of the Memorabilia Committee. Others include a chandelier and marble fireplace from the old administrative building, which have been installed in the reading room of the Barnett-Briggs Library at SFGH.

Still waiting to be placed appropriately on the new hospital grounds are a terra-cotta medallion, which hung above the entrance to the old hospital; Siena marble arches from the administration building; two marble-face clocks, bronze lamps and a marble newel post.

Leslie Lingaas

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Editor: Jini Kilgore Robinson
Associate Editor: Jeanne Duell
Designer: Carol Kummer
Assistant Editor: Allen J. Balderson
Production Artist: Louis Dunn
Editorial Assistant: Diane Sundberg
Michela Reichman,
Special Assistant to the Chancellor,
News & Public Information Services

Editorial Advisory Committee: Randy Balch, Kathy Balestreri, Rufus Battles, Dan Benton, Vera Berg, Alcus Bill, Mary Connolly, Carol Copperud, Jim Crawford, Joan Dunkel, Ann Gilstrap, Margaret Hall, Cheyney Johansen, Dianne Leiker, Arlene Lillian, Leslie Lingaas, Tarran McDaid, Bruce MacGregor, John Otto, Anne Politeo, Hilary Pritchard, Margaret Schneebeli, Judith Segerson, Judith Serrell, Linda Swantner, Margaret Warren, Jo Wheeler, Patricia Wizeman, Sara Wright, Nancy Zinn

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Next *Journal:* April 19, 1982. Deadline for story ideas: March 19.
Call Jini Robinson, ext. 2557.

SEC President Carol Copperud.

SEC: Collective Voice for Employee Concerns

Last October representatives from the Staff Employee Council (SEC) formed a statement to present to the Joint Committee to advise the President of the University of California on the selection of a new chancellor for UCSF.

At the appointed time their spokesperson, SEC President Carol Copperud, spoke candidly from the statement about the role of the new chancellor as both social agent and employer, detailing characteristics SEC members felt would be necessary for a dual capacity.

The employee advisory role in important decision-making processes began in 1971 when Chancellor Francis A. Sooy established SEC on the San Francisco campus, making it one of the first employee organizations of its kind in the UC system. In a memo to the campus community, the Chancellor wrote that SEC was to "provide more effective communication within the campus community and to advise administration on implementing programs designed to solve existing problems and prevent the occurrence of potential problems."

"SEC channels staff opinions about salary, benefits and personnel policies to UC Systemwide and to the personnel office. Our opinions on such matters are routinely solicited and SEC provides a structure for employees to voice their sentiments and have some effect on the eventual outcome," said Copperud.

SEC is not a union and it is not a collective bargaining agent. It is structured to give UCSF's approximately 6,500 nonclinical and nonacademic staff members a collective voice on employee concerns. Part of its operating budget is used to publish a monthly newsletter that informs employees of benefits and policies. "SEC's role is to let people know what is available and to influence policy decision making, not to exercise control," says Copperud.

Some of the matters to which SEC has attended, along with the Personnel Department and campus organizations, are the acquisition of bus shelters on Parnassus Avenue, assistance in initiating the child care center and co-sponsorship with the Personnel Department of the Job Fair.

Copperud said SEC plans to work with the same groups in sponsoring a party on Founders Day.

Every employee should know about SEC and feel as though he or she has a voice in campus concerns. The council structure calls for two delegates from each principal UCSF unit. SEC delegates are asked to participate on or appoint a staff representative to some major campus committees to ensure the inclusion of the staff employee opinion. SEC meetings are held the third Tuesday of each month from 2 to 4 p.m. at their office, located at 1475 Fourth Avenue.

Delegates poll their employee areas for issues to bring up at council meetings, where priorities are established. SEC then investigates an issue and advises the Chancellor or establishes a working task force. One of the organization's goals for 1982 is to generate recognition of staff employees by staff employees. "This is a new idea for staff to think of ourselves as a group with a type of kinship and sense of commonality. We appreciate recognition that comes to us from special awards, but we look forward to more peer recognition," said Copperud.

If you don't know who your SEC representative is, ask a co-worker or drop a note to SEC, Box 210, MU, where you can also send questions and comments for SEC consideration.

Staff Groups Represent Wide Range of Interests

Working at UCSF provides many benefits other than insurance policies and retirement programs. There are recreational programs, noon lectures, inexpensive movies and organizations for employees and students that cover a wide range of interests. Currently registered organizations (as of November 1981)—some for staff, others for faculty, staff and students—are listed here, along with their statements of purpose and contact people.

Alliance for Nuclear Responsibility. Protects public health and safety by addressing issues implied by the nuclear fuel cycle, including nuclear power plants, radiation hazards to health care workers and patients, and nuclear weapons. Contact Richard Levine, 626-4856.

Association for Women in Science at UCSF. Promotes equal opportunities for women to enter the professions and to achieve their career goals. Contact Judy Aggeler, ext. 1769.

The Baha'i Association. Teaches the oneness of mankind and religion. The organization provides information about the Baha'i faith and illuminates its principles. Contact Diane Downing, ext. 2182.

Bible Study and Prayer Group. Provides study of the books and themes of the Old and New Testaments of the Holy Bible as a spiritual and practical guide for living, and sponsors a Christian prayer support group. Contact John McMillian, ext. 4586.

The Community for the Equilibrium and Development of the Human Being. Provides an opportunity to learn to utilize tools and techniques that will create a more positive attitude toward living, and help overcome stress and develop meaningful relationships. Contact Kayse Kohout, ext. 1736.

The Black Caucus at UCSF. Seeks to eliminate institutional racism at UCSF and to increase the number of black faculty, students and staff; it serves as an instrument for the formation of a consensus on such matters, which when appropriate are presented to top administration for action. Contact Marie Simmons, ext. 1655.

Health Care Students Alliance. Open to all students, faculty and staff at UCSF, offering opportunities to become informed about health care topics; other interests are the promotion of human welfare, and the joining of students from many disciplines to foster cooperation among future health care professionals. Contact Joseph Elson, 564-3224.

Innertube Waterpolo Club. Provides organization of games, tournaments and practices in innertube waterpolo. Contact Billy Martin, ext. 5713.

International Solidarity Committee (INTERSOL). Offers an educational forum on Third World people's liberation movements in the United States and around the world. The group builds support of these movements by distributing informative literature and conducting fund-raisers. Contact Vicki Legion, 661-8650.

Karate Club at UCSF. Instructs members in the philosophy and movements of Japanese martial arts. Contact Dan Field, 664-2361.

Management Information and Technique Group (MITE). Provides information on important University of California and UCSF campus issues and facilitates campuswide exchange of information and ideas. Contact Ann Gourley, ext. 1241.

Medical Center Christian Fellowship. Emphasizes evangelism and spiritual growth through Bible study, prayer and Christian fellowship; offers community service. Contact Richard Healy, 664-6552.

Sutro Society. Promotes the scholarly examination of issues of concern to the health professions. Contact Dori Sarabia, ext. 1216.

Unit B, Staff Committee for Patient Activities. Raises funds and coordinates community-focused patient activities. Contact Ann Nathan, ext. 351 (LPPI).

United Filipino Employees Association. Promotes its members' social, cultural, intellectual and moral well-being; fosters brotherhood and solidarity among members, their families and other Filipino clubs and associations; and gives aid and assistance to its members as circumstances may warrant. Contact Amanda Jardiolin, 731-7743.

Volleyball Club. Provides teaching in basic volleyball techniques and the more advanced offenses and defenses being used by college teams, plus opportunities to play with students, faculty and staff members. Contact Kelvin Lee, 753-1742.

Women's Day Committee. Coordinates and implements at UCSF and affiliated locations an annual celebration of International Working Women's Day. Contact Carol Tarlen, ext. 1482.

Women's Needs Committee. Assists in identifying special needs of women at UCSF and encourages mutual work among campus groups to help meet these needs; works toward the formation of a Women's Resource Center at UCSF; and provides aid for women's support groups at UCSF. Contact Ann Barnard, ext. 5683.

MOVING

Martino

Dolan

McDaid

Feaster

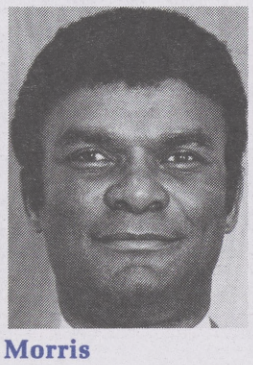
Minarik

Markiewicz

Rosen

Williamson

Patterson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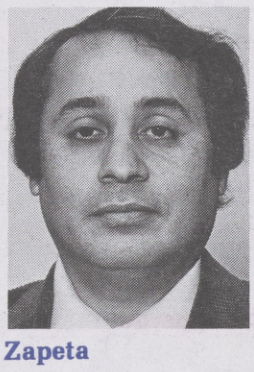
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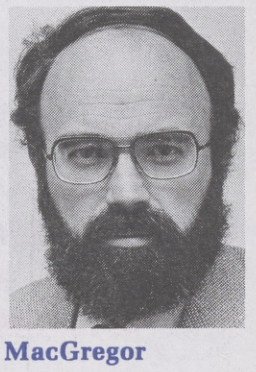
MacGregor

Angie Martino has been named business affairs coordinator for the Dental Alumni Association. She was formerly with the San Francisco Community College District as a chief examiner for the Assessment Center.

Kathy Dolan has been appointed assistant director for Nursing Education and Research. She was formerly administrative nurse, Ambulatory Care Center Administration.

Tarran McDaid, formerly head nurse in outpatient pediatric nephrology, is now administrative nurse, Ambulatory Care Center Administration.

Cynthia Feaster is the new administrative nurse I for the Kidney Transplant Unit. She completed the Nursing Service pilot program last year, and was promoted from her position as clinical nurse II.

Pamela Minarik has been appointed psychiatric liaison clinical nurse specialist, a new position created by Nursing Service. The former clinical nurse II on the Langley Porter Psychiatric Institute crisis unit now provides six nursing units at Moffitt Hospital with professional consultation and access to psychiatric and psychosocial resources.

Theresa Markiewicz is the new administrative nurse I, Moffitt 10 South. She was formerly a clinical nurse II on the same unit.

Maria Rosen is the new secretary to Leslie Z. Benet, chairman and professor of pharmacy and pharmaceutical chemistry. Rosen worked for the federal government's General Services Administration before taking her new position.

Angie Williamson, formerly a senior secretary with Uniroyal, Inc., is the new secretary in the admissions unit of the Student Affairs Office, School of Nursing.

Kathy Patterson transferred as secretary II from the Department of Nursing in Biological Dysfunction to the Mental Health and Community Nursing Department, School of Nursing.

Wayne Morris has been appointed recruitment and retention officer, School of Nursing. A former graduate of the master's program in administration in the School of Nursing, Morris worked as chief of the anesthesia nursing section at Tripler Army Medical Center in Honolulu before assuming his new position.

James Zapeta, formerly an analyst in the personnel section of the School of Dentistry, is now recruitment and retention analyst for the school.

Bruce MacGregor is senior personnel analyst, working as training and education coordinator for the Development and Training Office. He came to UCSF from Ford Aerospace, where he was training specialist.

and some have gone . . .

Carlotta Palmer, director of Alumni Affairs, has retired after 14 years at UCSF. Palmer came to UCSF in 1968 and worked as editor of the alumni *Bulletin.* In 1976, when the bylaws for the UCSF Alumni Association were adopted, Palmer was named the first director of Alumni Affairs for UCSF. In that same year, the dental, nursing and pharmacy alumni associations joined the medicine association in keeping their records in the alumni office. This was an important step, bringing 16,000 records of UCSF alumni to one location, and making possible the standardization of records and the computerization of alumni addresses.

During World War II, Palmer, who holds a master's degree from the University of Michigan in speech pathology, founded and directed the Speech Clinic at Bowling Green State University. Later she supervised teachers-in-training and was an assistant professor in the Department of Speech Pathology at the University of Michigan. She married Allan Palmer, MD, and moved to San Francisco in 1949, where she and her husband reared their two sons. Dr. Palmer died in 1963.

During Alumni Homecoming last year, Palmer was presented with a certificate that reads in part, "with affection, respect and gratitude from her friends and colleagues of the Alumni-Faculty Association on the occasion of her retirement."

Donald I. Bartlow, assistant director of Hospital Building Management, has accepted the position of assistant director at Sisters of Providence Hospital in Seattle, Washington. When Bartlow came to UCSF in 1969, he worked in the hospital pharmacy, reporting to Eric Owyang and Jerome Yalon. He was named assistant director, Hospitals and Clinics, in 1971.

Bartlow was program chairman and preceptor for Associate University Programs Health Administration, a summer intern project, designed to encourage minorities to pursue health careers. This program is sponsored by Health Care Executives of Northern California, UC-Berkeley, University of San Francisco and the Office of Educational Opportunity. Bartlow says he's proud of a dozen or more people who work at UCSF who were interns in this program.

Other accomplishments in which he played an active role are the modernization of the laundry and the reorganization of hospital housekeeping. Bartlow served on several committees, among them the mid-management training program and the editorial board of the *UCSF Journal.*

Adilah Barnes has resigned after two years at UCSF as assistant coordinator, Volunteer Services. Barnes, an actress (see *UCSF Journal,* June 1981), has joined the One Act Repertory Company in San Francisco and is devoting full time to her acting career. She is giving private lessons to adults and children.

Barnes came to UCSF from the Social Service Bureau of the East Bay, where she was volunteer coordinator for five creative living centers in four East Bay cities. At UCSF, she recruited, interviewed and assigned volunteers. She conducted training and orientation sessions and assisted in establishing new programs. At her going away party, held last fall at University House, Barnes was thanked by numerous volunteers and staff for her work at UCSF.

CAMPUS MAIL
University of California, San Francisco